DOCUMENT RESUME

ED 286 011 CE 048 294

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|---|---|
| AUTHOR | Yenney, Sharon L. |
| TITLE | Employees as Leaders/Decision-Makers in Worksite Wellness Programs. WBGH Worksite Wellness Series. |
| INSTITUTION | Washington Business Group on Health, Washington, DC. |
| SPONS AGENCY | Public Health Service (DHHS), Rockville, MD. Office of Disease Prevention and Health Promotion. |
| PUB DATE | Apr 86 |
| NOTE | 62p.; For related documents, see CE 048 292-305. |
| AVAILABLE FROM | Prevention Leadership Forum, Washington Business Group on Health, 229 1/2 Pennsylvania Avenue, SE, Washington, DC 20003 ($15.00). |
| PUB TYPE | Information Analyses (070) |
| EDRS PRICE | MF01 Plus Postage. PC Not Available from EDRS. |
| DESCRIPTORS | Adult Education; Corporate Education; Cost Effectiveness; *Decision Making; *Employee Assistance Programs; *Employee Responsibility; Employer Employee Relationship; *Health Programs; Leadership; Personnel Policy; *Physical Fitness; *Well Being |
| IDENTIFIERS | *Wellness Programs |

ABSTRACT

Companies are promoting employee leadership and decision making in their worksite wellness programs for the following reasons: to make the best use of limited resources, to increase programs' chances for success by fostering employee ownership of program plans, to help integrate positive health and safety features into workplace policies and practices, to allow employees to adapt corporate wellness programs to meet the needs and situations at individual nonheadquarters sites, to encourage support for those employees who have made health behavior changes, to accommodate the needs and interests of employee groups, and to develop a corps of health enthusiasts who can motivate other employees. Employee leaders can become involved in worksite wellness programs in a number of ways, including committees, employee associations, and support and other special groups. They can also work with programs' teachers and assistants and those individuals responsible for planning and building worksite wellness program facilities, and they can take an active part in the coordination and communication processes entailed in developing and implementing a worksite wellness program. Organizational development research has revealed a number of societal, leadership, and management trends that have confirmed the feasibility of using employee leaders to plan and conduct worksite wellness programs. (Twelve examples of companies in which employees assume an active leadership and decision-making role in their company's worksite wellness program are included in this document.) (MN)

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WBGH WORKSITE WELLNESS SERIES

# EMPLOYEES AS LEADERS/DECISION-MAKERS IN WORKSITE WELLNESS PROGRAMS

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CE048294

Washington Business Group on Health
Washington, D.C.

WBGH Worksite Wellness Series

# EMPLOYEES AS LEADERS/DECISION-MAKERS IN WORKSITE WELLNESS PROGRAMS

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April, 1986

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This paper was prepared for the Washington Business Group on Health under a Cooperative Agreement with the Office of Disease Prevention and Health Promotion, U.S. Department of Health and Human Services.

Ruth A. Behrens serves as editor for the WBGH Worksite Wellness Series.

# EMPLOYEES AS LEADERS/DECISION MAKERS IN WORKSITE WELLNESS PROGRAMS

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## EMPLOYEES AS LEADERS/DECISION-MAKERS IN WORKSITE WELLNESS PROGRAMS

### WHY ARE COMPANIES PROMOTING EMPLOYEE LEADERSHIP/DECISION MAKING?

Few aspects of worksite health promotion programs receive as much acclaim as the use of employees in leadership capacities. Health promotion staff declare they could not operate their programs effectively without employee leadership. Indeed, some companies admit that they might not have implemented health promotion programs at all if employee leaders had not volunteered to conduct them. Nearly everyone--health promotion professionals, employees, corporate management--is enthusiastic about the use of employees to steer worksite health activities.

Companies are encouraging employee leadership in worksite wellness programs because the practice:

- o makes good use of limited resources;
- o increases the chances for success through employee ownership of program plans;
- o helps integrate positive health and safety features into workplace policies, procedures, and practices (sometimes called organizational culture);
- o allows employees to adapt corporate wellness programs to meet the needs and situations of their non-headquarters sites;
- o encourages support for those employees who have made health behavior changes;
- o accesses the needs and interests of employee groups; and
- o develops a corps of health enthusiasts who help motivate other employees.

## Resources

Many employers--both large and small--use volunteer employees to plan and manage health promotion activities to stretch their financial and human resources.

Because of their size or the nature of their business, many companies do not employ any health or safety professionals, so they are not likely to hire a health promotion professional to establish a wellness program. From a business perspective, the use of employees is an expedient, and often inexpensive, method of planning and offering health promotion programs. In some companies, volunteers provide all the programming, and may supply materials or build facilities. In some of these instances, no health promotion programming would exist without these employee leaders. In others, employee leaders help supplement the existing staff and programs.

Encouraging employee leadership often reduces the overall cost of employee health programs, yet there usually are some expenses attached. In most cases, the direct expenses of leadership activities are either included in the health promotion budget or as part of the human resources function. In other companies, the expenses are buried in "creative accounting," that is, spread out in various budgets so no single department or function bears the full burden. Indirect expenses are seldom catalogued or recorded (time off the job for meetings, to carry out committee assignments, etc.).

When employees serve as teachers for health promotion activities, they may be volunteers on their own time, teach on company time as part of their jobs, or be paid an agreed upon hourly rate, usually in addition to their regular salaries.

"We offer thirty-one exercise classes every week. We couldn't do it without our exercise leaders." Sharon Chausow, Pel-Pro, Inc.*

"The key to our success is the enthusiasm and interest of our committee and task force members. Our list of activities would be considerably shorter without their efforts." Pat Barbarowicz, Washington County Hospital Association.

## Ownership

When employees are involved in planning and managing health promotion programs, they tend to take ownership in the plans and strive to make their plans work. Using employee leadership creates loyal salespersons who will help market programs to their fellow employees. Particularly in companies that are initiating their first health promotion program, using employee planning groups may be the best assurance of success, since the groups tend to encourage the participation of their fellow employees.

"Lozier initiated the committee approach because we believe employees are best at assessing the interests of other employees and would increase participation in health activities. Our results show we were right." Monty Allgood, Lozier.

"No question about it--participation rates are highest in those locations with active and enthusiastic team leaders." Richard Miller, Xerox.

## Integration

Many health promotion professionals and human resources managers recognize that in order to obtain maximum payoff from efforts to encourage good health and safety habits, visible support for such habits must be integrated into company policies and practices.

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* The "Company Examples" section of this report includes details about all programs mentioned in these quotes.

For example, if a health promotion program encourages employees to follow a prudent diet, something other than sweets and high-sodium snacks must be available during working hours.

One way to communicate the company's message that employee health is important is to make health issues part of everyday work life and to involve employees in the decisions that affect that work life. Quality circles or employee involvement groups that deal with the stress of the workplace and task forces that design a smoke-free working environment are two examples of ways in which companies are giving employees influence over, and an opportunity to change, the culture and environment of the workplace.

When employees are part of the decision-making process, they can design activities that are in keeping with "the way things are done here"--activities that are easily integrated into the organizational culture. Employees will help assure that program schedules are consistent with employee travel patterns, and that the types of programs chosen are valued by the workers and consistent with their personal lives. These adaptations will increase acceptance of health promotion and make the program a natural part of work life. As employees become involved, they begin to examine practices at work from the perspective of health and make suggestions for changes in company policies and procedures that support good health.

> "Every Tenneco location is different--different culture, different setting, different interests. Without local input, we would be in the dark about what programs might work." Bill Baun, Tenneco.
>
> "The acceptance of our fitness program is almost overwhelming, largely because our committee designed the program with their fellow employees in mind." Alice Bright, Southern Screw Company Division of Farley Metals, Inc.

## Site Adaptation

The use of local employee groups helps large, decentralized organizations tailor programs to a specific site. A company that has manufacturing sites, warehouses, and sales and service offices may find that its health promotion program has to be altered to suit the interests of the local employees, as well as the space and facilities available. Advisory committees can provide the site-specific information that will lead to both acceptance and maximum use by the local workforce.

> "We have offices all over the state and limited staff. Our use of a volunteer network is not incidental--its crucial." Laurel Minakan, Southern New England Telephone.

## Support Systems

One of the problems that plagues health promotion planners is how to provide continuing support for those individuals who have changed their health habits. To make an impact on health status, good habits must be maintained over time. Employee support groups, usually made up of others who have undertaken similar major changes in their lives (stopped smoking, lost weight and maintained the loss, coped with a chronic disease), are an effective way to help employees maintain their healthy changes.

Those who have gone through the changes themselves--even though they are not trained as health professionals--may be the most effective source of support. Health promotion staff cannot personally and daily encourage every smoker who is trying to quit or have lunch with every person who is trying to lose weight. But someone who works with those people every day and understands the problems they face may be able to provide frequent support and encouragement.

"Our support groups are facilitated by professionals, but the real help comes from members of the group. It is comforting to know that someone you work with on a daily basis has overcome the same problem you are fighting." Molly McCauley, AT&T Communications.

## Needs and Interests

The use of employees to obtain data about health needs and interests provides greater assurance that all segments of the workforce will have an opportunity to influence the design of health promotion activities. One positive result of using indigenous leaders to assess employees' needs is that more employees may be contacted and, therefore, more program ideas generated. Many health promotion professionals indicate the program plans developed by employee groups are more innovative and cover broader subject areas than those planned by professionals. The innovation may occur because there are more people involved in making suggestions, but many believe that it is due to the creativity the employee leaders bring to the task. This creativity keeps the programs and the staff from becoming stale.

"Using volunteers and advisory committees has made us (the health promotion staff) much more aware of the diverse needs and interests of the populations we serve. We have a better perspective on the total operation." Connie Smoczyk, Kimberly-Clark Corporation.

"We discovered many people with unknown talents in our workforce as a result of their interest and involvement in health activities." Tom Booth, Goodyear Tire and Rubber Company.

More and more companies are becoming concerned about the health of their special groups, such as retirees. Several offer health promotion activities designed especially for those who are no longer at the worksite on a regular basis, but who are often still connected to the company by insurance and other benefits.

But health promotion staff may have little knowledge about the health interests and needs of this special target population. Groups of retirees have proven very successful in steering the companies' efforts.

> "Our staff has little experience with retirement or knowing which health programs would be of interest to our retirees. I don't know what we would do without the input of the retirement club members in our planning." Katherine Armstrong, Bank of America.

## Corps of Health Enthusiasts

Health promotion programs are relatively new features in many worksites, thus employee participation rates still have room to grow. Due largely, it appears, to the enthusiasm of those involved, participation rates tend to be highest in companies where employee leadership is visible and is used effectively.

Employees who become involved in leadership roles learn about health, answer questions or obtain information about health for other employees, and slowly become "health experts" in the eyes of other employees. This presence of a knowledgeable or concerned health person in the work areas reinforces the organizational value or norm that good health is important.

> "One of the most rewarding aspects of our program is the personal growth of committee members as they learn about EAP operations, local resources, or have a positive experience in helping someone in trouble." Barbara Feuer, Association of Flight Attendants.

> "Our Council members become knowledgeable about many aspects of health. Each is a disciple of good health practices and sets an example for other employees." Tom Whalen, Valmont Industries.

> "We're building a base of believers in health." Bill Maxwell, Washington Natural Gas Company.

## HOW ARE EMPLOYEE LEADERS INVOLVED IN WELLNESS PROGRAMS?

Once the case for the value of using employees as leaders/decision-makers in wellness programs has been accepted, the question arises as to exactly how they should be involved.

How an organization can best involve employees in its programs is not always clear, nor is it the same in all circumstances. Structure dictates the choice in some cases (a decentralized company sets up site committees to carry out activities at its geographically scattered offices); need dictates the choice in others (very small companies or those with limited resources call on volunteers as teachers). In still other companies, groups of employees with similar interests have petitioned management for resources to help them pursue their interests and, in turn, management has given the operating responsibility to the employees (employee recreation groups that have become employee associations).

No matter what the structure-permanent committees, short-term task forces, support groups--the involvement of employee leaders often provides a vital communication link between the health promotion staff or program providers and employees. The communication link is two way: the employee leaders elicit the health needs and interests of fellow employees for use in program planning, and they provide feedback to employees about activities that are implemented.

Any one worksite health promotion program may incorporate employee leaders in a variety of ways. Often, within a single company, some employee leaders are involved in the planning and decision-making process while others teach programs or serve as assistants to health professionals.

Currently, employees are involved in worksite health promotion programs as leaders and decision makers in at least seven ways.

These include:

- committees,
- employee associations,
- facilities planners and builders,
- teachers and assistants
- special groups/special circumstances,
- coordination and communication,
- support groups.

**Committees**

The most common form of employee leadership in wellness activities is through formal committees to plan, implement, and/or evaluate health promotion activities. Some committees function under the direction of a professional staff member, some work with professionals from outside the organization, and still other committees take total responsibility for planning and implementing the wellness program. The most popular structure is the use of a committee to support health promotion professionals in their duties.

- At Kimberly-Clark Corporation (Neenah, WI), an employee advisory committee of graduates from the weight management courses help evaluate the program. The committee meets quarterly with the staff to recommend changes in the program, devise strategies for encouraging participation, suggest articles for the newsletter and materials for classes.
- The Washington County Hospital Association (Hagerstown, MD) has a committee, plus a task force structure. The health promotion committee, comprised primarily of managers, develops annual health promotion plans and is responsible for program policy and general guidance. For each quarter

of the year, a task force is selected to carry out programs around a special theme such as weight control or exercise. A single staff member who has other duties in marketing provides professional guidance.

- The Wellness Committee investigates suggestions for wellness programs, determines which suggestions are most feasible, and recommends implementation at Conn Diesel (Waterbury, CT). The Committee has been especially helpful in getting the company's health promotion program off to a quick and successful start. In only six months--with lots of volunteer power--they have created basketball and volleyball courts, made arrangements for stress management programs, conducted a weight-control contest, and started smoking cessation, nutrition, and aerobics classes. The staff member most responsible for wellness activities is the company nurse who spends 50 percent of her time on health promotion.
- After moving into a new fitness center in its corporate headquarters, the Packaging Corporation of America (Evanston, IL) created a committee of employees to assure that the fitness center served the needs of all the corporation's employees. In addition to their committee responsibilities, members volunteered for additional duties such as coordinating the corporate volleyball league, investigating local racquetball and tennis facilities, and obtaining discounts for employees at local sporting goods stores. Support for the committee is provided by the human resources staff.
- Valmont Industries (Valley, NB) formed a Wellness Council to help formalize its health promotion plans. The Council, which has its own budget, organizes and administers all the company programs. A major corporate health fair is planned for 1986. The industrial nurse is the only permanent member of the Council.

- The eleven member wellness committee at Dohler-Jarvis (Pottstown, PA) has been instrumental, not only in recommending health promotion activities, but also in advertising and promoting the activities with employees. The occupational health nurse works with the committee while providing on-site health services to the company's 600 employees.

Another model of committee leadership exists where there are no health professionals on staff. In these cases, volunteer committees provide activities that committee members can organize or teach or they contract for professional services with external organizations.

- The Health Sense Committee at Washington Natural Gas company (Seattle, WA) contracts with a local health promotion program broker to carry out the activities selected by the committee. Committee members, in addition to providing program guidance, have specific responsibilities: one manages the exercise room with the assistance of part-time instructors obtained through the broker, another arranges for health seminars, and others plan and implement special events.
- A Tenneco company in San Antonio, TX, had difficulty keeping its fitness programs moving until the employee committee arranged with a local university to provide health and fitness interns to assist with the instruction. The committee now develops and designs the program and it is carried out by the university.

Perhaps the most enterprising committees are those totally responsible for company health promotion activities. Although they receive support (both moral and material) from management, the programs are employee "owned."

- A fifteen-member health care committee at Weyerhauser Company in Wright City, OK, is responsible for health care cost containment and health promotion strategies. Through the efforts of the committee, some unused office space was converted to a small fitness center for use by the approximately 700 employees in the area. The committee has arranged for numerous programs by contracting with a local hospital and physicians, but the tasks of organizing, publicizing and administering the programs are done by committee members.
- Eight very active employees run a comprehensive health promotion program for the 900 employees of Lozier Corporation who work near Omaha, NB. With a budget provided by management, they organize and promote all activities, keep the records, collect payment of class fees, and publish a newsletter, the "Wellness Herald."
- Sun Giant Products, a Tenneco company near Bakersfield, CA, also has a totally employee-run program. The committee has arranged a yearly contract with the University of California at Bakersfield to use its facilities for employee activities, but the committee is responsible for planning and publicizing programs and for encouraging employee participation.

Employee committees used in health promotion program planning seem to be viewed differently from other corporate committees. In many companies, the use of committees and task forces to manage work issues is viewed as a time-consuming, unwieldy, and cumbersome way to accomplish tasks. Using employee committees in health promotion, however, is viewed as a quick and efficient way to initiate programs. Indeed, most companies cited their committees as being extraordinarily productive.

## Employee Associations

Employee associations are separately incorporated organizations whose members are employees of a company. Associations usually are governed by a Board of Directors elected by the members. Often created by the "parent" company as an employee benefit, the associations provide a variety of recreational services--health promotion activities being recently added to the list.

- The Recreation Association of General Dynamics (San Diego, CA) has been in existence since 1949. The Association controls an impressive array of fitness and health facilities: a 27-acre park that includes everything from picnic areas to horseshoe pits, to an all-purpose athletic field; sailboats moored in a downtown harbor; and a comprehensive fitness center, which was built by employees with materials provided by the company. The elected Board of Directors controls a budget developed from program and user fees (30 percent) and a portion of the revenues from on-site vending machine sales (70 percent). The agreement to allocate some of the vending machine revenues was made at the inception of the Association. The facilities are staffed by 22 professionals employed by the Association, plus graduate and undergraduate student interns and a trained volunteer corps. The volunteers are employees who have been trained by the professional staff to assist with exercise activities.
- The Lockheed Employee Recreation Association and the Lockheed health promotion programs operate hand-in-hand and both rely on some volunteer power to keep going. A volunteer Board of Directors (11 members elected by employees) directs the activities of the Lockheed Employee Recreation Association (LERA) and regulates the activities and programs presented by LERA. A volunteer network of 260 representatives distributes information and publicity about health programs to their co-workers and assists the Lockheed

health promotion staff. The health promotion staff of 23 professionals operates the LERA fitness center (owned by LERA), but are paid by Lockheed as part of the company's commitment top employee health.

## Facilities Planners and Builders

Worksite health promotion programs do not require special facilities to be effective, but many companies find that on-site fitness centers are very desirable and convenient. In some instances, employee groups have taken the responsibility for acquiring or building centers.

- The Bakery Division of Safeway Stores (Clackamas, OR) wanted to find space for an exercise program for employees. A committee investigated local facilities and, when they did not find anything that was acceptable, they decided to build their own. Although the first product was a mere 144 square feet of exercise space, it was a successful employee-initiated program that encouraged the committee to continue and expand its efforts. Without budget, they began with plans to renovate a storeroom and relocate the materials already stored there. In a weekend, volunteers constructed walls, painted the area, laid carpets, and built in basic equipment. All was done with volunteer help and leadership. Now the division shares a 5,000 square-foot exercise facility with several other nearby Safeway warehouses, and an exercise physiologist has been hired to organize and conduct the fitness program devised by the employees.
- One of the first tasks undertaken by the Wellness and Fitness Committee of Southern Screw Division of Farley Metals (Statesville, NC) was the planning and outfitting of a fitness center. Committee members recommended layout of the fitness room, conference area, showers, and lockers;

evaluated and selected equipment; chose the contractor to renovate the space; and decorated the area--all on a budget established by company management.

- The Recreation Association of General Dynamics (San Diego, CA) has been active for over 30 years creating, expanding, and renovating facilities for employees.
- The employees of a Tenneco oil processing plant in New Orleans, LA, have taken over an old warehouse, renovated and painted it sufficiently to accommodate a small fitness center. It is a low-budget operation, but will serve the employees well.
- Goodyear Tire and Rubber Company (Lincoln, NB) employees renovated some outdoor space as well as indoor. In the late 70's, members of the softball team cleared some unused land for a practice field. Goodyear paid for the grading and fences; employees provided the labor. The project was so successful that the leaders of the group went on to manage the renovation of an unused school building that now serves as a fitness and recreation center. Goodyear pays for a full-time center director; dues, rent from outside organizations that use the center, and program fees make up the remainder of the operating budget.

## Teachers and Assistants

Health education and health skills courses require a large number of teachers to reach everyone interested in the programs. Often, trained volunteers can be used to teach or to assist teachers of these courses. Generally, volunteers are prepared for their teaching roles in two ways. Some receive training and certification from an external organization in order to offer that organization's program to employees (American Red Cross training for cardiopulmonary resuscitation and first aid instructors, YMCA training for fitness instructors). In other companies, volunteers are trained by in-house health promotion

staff. A few organizations offer formal internships for fitness instructors. These training procedures help assure the quality and consistency of the instruction.

- o At Fel-Pro, Inc., in Skokie, IL, nearly one-third of the 1,700 employees became so interested in exercise that the company had to find ways to expand the number of classes and activities offered. After training by the fitness center director, four employees agreed to teach exercise programs on a part-time basis.
- o Involving employees in health and fitness activities at L.L. Bean (Freeport, ME) revealed some unknown teaching talent: a switchboard operator now teaches dance exercise to other employees, a marketing executive offers a clinic for employees who are runners, a secretary works with the women's exercise class, and smoking cessation programs are led by a staff member in product management.
- o Lockheed in Sunnyvale, CA, may be the best place in the country to have a heart attack. Over 2,500 employees have been certified in CPR--most of them trained by other employees who volunteered their time to become certified CPR trainers.

In some instances, the teaching takes the form of testimonials from former program participants.

- o Making heroes of participants is one aim of Blue Cross and Blue Shield of Indiana (Indianapolis, IN), and they do it by having ex-program participants attend classes and give personal testimonials to help the instructors. For example, someone who has lost weight in a weight-management course may return to encourage others through his personal story--leadership by personal example.
- o Union Carbide (Danbury, CT) uses "graduates" to help others. Former smokers who have kicked the habit tell newcomers to the health programs that they <u>can</u> do it, too.

## Special Groups/Special Circumstances

Effective health promotion programs are designed specifically to meet the needs and interests of the employees they serve. Frequently, employee leaders are involved in conducting formal interest surveys or they check informally with fellow employees to determine what they would like included in health promotion programming. While most health promotion programs strive for broad participation from all segments of the employee population, some groups have special needs. Tapping the leadership within targeted groups usually creates programs that are best suited to the needs and interests of those groups.

- The leadership committee at Lozier Corporation (Omaha, NB) was concerned about how to extend health promotion programs to the employees who do not work near Omaha. They created the Century Club and any employee who wishes may participate. To become a member, one must have walked or run 100 miles, swum 50 miles, skated 250 miles, or biked 500 miles-requirements that can be fulfilled anywhere.
- The Association of Flight Attendants (AFA), a 21,000-member union, faced a unique problem--and some special needs--when it elected to establish an employee assistance program (EAP) for its members. Most employee assistance programs rely on supervisors to recognize signs of impaired job performance and to refer employees for counseling and assistance. Flight attendants are a highly mobile workforce, with irregular hours, who do their work with a minimum of supervision. Clearly a different approach was needed and the result was a peer model EAP that relies heavily on concerned volunteers who possess the qualities necessary to be effective in helping troubled employees. After receiving training, local EAP committees select and evaluate service providers and treatment facilities, circulate information

about the existence of the EAP and how to gain access to its help, identify and intervene with troubled employees, keep case records, and provide data to union headquarters.

- The Bank of America (San Francisco, CA) has 26 retiree clubs throughout California. In one San Francisco club, some members have organized a series of health seminars on subjects that they determined to be of major interest to others. Another club discovered that many members seemed to be seeking the same kinds of health information--how to find medical specialists, how to obtain home care, alternative living arrangements--so they established a health information and referral service.
- Johnson and Johnson (New Brunswick, NJ) wants to adapt its Live for Life program to suit the needs of each of the company's many locations. To assist with the adaptations, each plant or office has a site advisory committee. The committee--usually representatives of all workers and all shifts--advises on scheduling so that the program will be accessible to all employees, recommends the best length for classes to accommodate employee travel and work schedules, and recommends content adaptations to be consistent with the type of work performed at each site.
- The retirees of Kimberly-Clark Corporation (Neenah, WI) are very active in health promotion. In addition to helping the health promotion staff with special events such as fitness center tours and open houses, an advisory group of retirees helps select topics of interest for retiree group meetings and seminars.

## Coordination and Communication

A major responsibility in any health promotion program is getting the information about programs and activities to all employees. Some companies have established networks of employee leaders to assist with information distribution, coordination of activities at various sites, and getting feedback from participants.

- An apple is the logo for Southern New England Telephone's (New Haven, CT) health promotion activities and, to go along with that motif, they have created the Apple Corps. The Apple Corps is a group of employee volunteers in various local offices throughout Connecticut. The Corps obtains information about the health interests of other employees, communicates health promotion program information within their local offices, and, on occasion, serves as a pilot group to test new activities.
- One of the challenges of creating a comprehensive health promotion program for Xerox employees (Webster, NY) is reaching all the offices and plants around the company. To extend the talents of professional staff at corporation headquarters and particularly to implement programs at the smaller locations, Xerox created a network of Health Management Program Team Leaders. Every month, Team Leaders receive, copy, and distribute communications about company health promotion programs. They also help recruit employees and dependents to participate in health programs and contests.
- A volunteer network of 260 representatives that distribute information and publicity about health programs to their co-workers assists the Lockheed health promotion staff (Sunnyvale, CA).

## Support Groups

Support groups have been used by the medical and health care establishment for many years to help patients and families cope with serious or chronic illnesses. The value of the groups appears to come from group problem-solving, sharing common experiences, and sanctioning the feelings of those affected. Health promotion professionals have found similar groups to be

effective in helping people who have changed health habits to maintain their new behaviors. Some of the support groups are led or facilitated by health professionals; some rely on lay leadership.

- o The AT&T Total Life Concept (Basking Ridge, NJ) program encourages "graduates" from its programs to form support groups. While the groups are facilitated by health promotion professionals, the help and support comes from the interaction of group members who are attempting to make lasting health habit changes.
- o In some ways, the employee recreation associations (see Lockheed, Sunnyvale, CA, and General Dynamics, San Diego, CA) serve as support groups. In most associations, employees with like interests form groups that meet regularly so that the members can learn from each other and participate in their special interest activity. Some are sports related (basketball, volleyball, softball, hiking, swimming). Others involve those interested in hiking, camping, fishing, photography, and amateur radio operation.
- o Control Data Corporation (Minneapolis, MN) has established very formal support groups called Action Teams. Employees are urged to sponsor an activity (walking, aerobic exercise, recipe exchange for nutrition or weight control, art for relaxation) and to encourage others with similar interests to join in. Often a group forms spontaneously among those completing a lifestyle change course. The Action Teams meet regularly, help each other maintain good health habits, and participate as a group in activities sponsored by the company. The health promotion staff provide materials to help the Action Team leaders maintain their groups.

## CURRENT TRENDS INFLUENCING EMPLOYEE INVOLVEMENT IN LEADERSHIP/DECISION-MAKING

The use of indigenous leaders to plan and conduct worksite wellness programs is supported by research investigations in a variety of fields, including organizational development. One of the major concerns of organizational development practitioners is how individuals and their personal goals can be integrated into organizations and corporate goals--thus creating an effective organization. Clearly, organizations can be most effective when the individuals that make them up are working in concert, and studies confirm that people are motivated to achieve goals--personal or organizational--when they:

1) are actively involved in determining what should be done and how it should be accomplished;
2) feel that the work is meaningful and the goals worth achieving;
3) feel responsible for the outcomes of the work; and
4) have some knowledge of the results of their work (Hackman and Oldham, 1980).

Most of the investigations in organizational development and motivation involve the study of employees in their work roles, not in voluntary or auxiliary roles in their companies. However, it seems reasonable to assume that many of the same factors prevalent in work-role motivation (involvement in and taking responsibility for something deemed worthwhile) apply equally to voluntary actions.

More recent reports about societal trends affecting work and the resulting changes in leadership and management styles also support the ways in which employee leaders are being used.

## Societal Trends Affecting Work

As the trends in modern society shift, they affect work, the way we feel about work, and the way we manage people. There appear to be trends in work life that suggest the way we work with employee leaders in health promotion is being reinforced by these external societal shifts and by emerging work and management practices. Societal trends have been reported by many authors, but John Naisbitt provides a succinct list in Megatrends (Naisbitt, 1982). He reports that 10 trends are shaping a new environment and suggests we are moving away from certain traditional views of ourselves and toward new views.

| FROM | TO |
|---|---|
| Industrial Society | Information Society |
| Forced Technology | High Tech/High Touch |
| National Economy | World Economy |
| Short-Term | Long-Term |
| Centralization | Decentralization |
| Institutional Help | Self-Help |
| Representational Democracy | Participatory Democracy |
| Hierarchies | Networking |
| North | South |
| Either/Or | Multiple Option |

Several of the trends cited by Naisbitt directly affect the nature of work. For example, the shift toward an information society increases the number of clerical and professional jobs. High technology touches nearly all of our jobs. Participative democracy and networking become not just ways of conducting our non-work lives, but our work roles as well. As these trends intensify, there is evidence that workers want more from their jobs than security and pay. Michael Maccoby suggests that the "work ethic is not dead, but has not been articulated for this age. For most people, work could be a way of developing

abilities, contributing to the creation of society's wealth, satisfying human needs, gaining new experiences, meeting different kinds of people and learning to know them." (Maccoby, 1981)

There is other evidence that workers want more than security and salary from their time at the workplace. Peters and Waterman note that people want meaning as well as money from their work (Peters and Waterman, 1982). Warren Bennis and Burt Nanus suggest that employees want to be part of the "magic" that makes companies successful (Bennis and Nanus, 1985). Naisbitt chronicles the increasing desire of employees to participate actively in the management of the organizations for which they work (Naisbitt, 1982).

In short, workers seek more personal satisfaction from their work, more independence in performing their tasks (flexible work schedules, working at home, working in teams to complete a product rather than working in isolation to complete one piece of a product, etc.), and greater opportunity for self-expression. These trends, too, are supportive of both health promotion (which often provides activities that allow self-expression, personal control, and independence) and increased employee participation in all aspects of work life.

## Leadership Trends Affecting Work

Several writers suggest that these societal shifts call for a new style of leadership and new ways of working together. The traditional leadership styles may no longer be effective.

Michael Maccoby (Maccoby, 1981) describes the leaders of the past in four ways:

- o the craftsman--motivated to building products of high quality, interested in the process of making something, demanding excellence through his own example;
- o the jungle fighter--independent and creative, protective of "family" but ruthless to competitors, needing power and using it well;
- o the company man--oriented to service and institution building, concerned with the human side of the company, controlling; and
- o the gamesman--enthusiastic, competitive, leading others through charisma.

While each of these models is effective in some circumstances (the craftsman in small businesses producing "handcrafted" products, the jungle fighter in highly politicized organizations, the company man in bureaucracies, and the gamesman in high-risk situations), none of these models seems appropriate for leading in today's changing social environment.

Today's new leaders, who are managing effectively despite societal changes, indicate by their actions the important aspects of leadership during these societal shifts.

The new leader:

- o views employees in an organization, not just as tools to accomplish the company's purpose, but as human capital to be valued, enhanced, maintained, nurtured and improved (Bezold et al., 1986);
- o can shape and elevate the motives and goals of followers by freeing up and pooling the collective energies in pursuit of a common goal (Bennis and Nanus, 1985);
- o believes in sharing power with others. True leaders empower others in the organization to accept leadership roles (Bennis and Nanus, 1985);

- o listens to and learns from those who are performing the work of the company (Peters and Waterman, 1982);
- o believes that there are innovators at all levels of the organization (Peters and Waterman, 1982).

These characteristics of the changing nature of leaders are compatible with and supportive of the use of employees as decision-makers, the deliberate involvement of employees in leadership roles not dictated by their work roles, and acceptance by organizational leaders of the plans developed by employees.

## Management Trends Affecting Work

Changes in the social and work environments have moved managers away from managing things, procedures and products, and toward managing people. The quantitative, analytic, planning, and organizing skills that are needed to manage "things" must be supplemented with skills of problem solving, team building, and encouraging participative employee/management activities (Peters and Waterman, 1982). The shift to an information/services economy creates more jobs for employees who can manage themselves and reduces the need for middle managers. Where managers perform primarily a monitoring function, they may be replaced by computers. The management hierarchical organization, so typical in large corporations and bureaucracies, is becoming flatter. Traditional management functions will be performed by fewer people and those who are managers will become more concerned about the quality of work life for their employees.

Recently, a new philosophy of running companies has been adopted by several organizations whose leaders believe that new forms of management/employee relationships are needed if companies are to compete effectively in today's business environment.

"Workstyle," the term coined by at least one publication to describe this style of management, assures that the interests of the employees are the interests of the company (Stone and Burlingham, 1986).

In a "workstyle" organization, one of the primary considerations is to make employees happy. Altering the work space or redecorating and rearranging offices and plants according to employee requests is often a first step in demonstrating the new workstyle. Giving employees the responsibility for organizing work teams, production processes, and work quotas is not unusual. Providing unique health promotion programs (including massages offered at work stations), unusual team building activities (such as group survival experiences), and creative benefits (worker sabbaticals, meditation lessons, job sharing) have all been cited as ways to keep employees happy, productive, and loyal to the company. Some of the emerging principles of the new "workstyle" are:

- It is founded on the premise that good employees will always act in the best interests of the company, provided they have the information, the tools, and the opportunity to do so.
- It should be possible to have fun while working. Hard work and happiness can co-exist. Spirit is an important trait in workers and managers.
- Invest in employees and the company will be rewarded. Time and money spent to make the work more enjoyable will be repaid in increased production. Happy employees will produce high-quality products.
- Those who perform the work are better able to create efficient work processes and procedures. Let them decide the composition of work teams, how long the team will work, what productivity levels the teams will reach (Stone and Burlingham, 1986).

Although companies are only beginning to consider applying the concepts of "workstyle" to employee ownership, the installation of employees on boards of directors, or open election of company officials, many have taken major steps to revolutionize the structure, schedules, working agreements with employees, and benefit plans to suit the needs and interest of employees. All this, while new, innovative, and unproven, supports the greater involvement of employees in planning and directing the activities that directly affect their lives.

## ISSUES AFFECTING THE USE OF EMPLOYEE LEADERS/DECISION MAKERS

Are there disadvantages to using employee leaders? Although using employees as leaders and decision-makers is very popular, there are a few shortcomings in this strategy.

Lack of objective evaluation--Some health promotion staff who are concerned about objective evaluation of programs, indicate that volunteers may not be as interested in compiling data, case records, attendance, and participation records as staff members. To overcome this potential problem, some companies are providing their volunteers with record and report forms to increase compliance with data gathering or offer incentives to team leaders for completing and submitting records in a timely fashion.

Misunderstandings about roles and responsibilities--Companies that fail to plan carefully for the use of volunteers and employee leaders, or that communicate poorly about their expectations, may find that employees are confused about their roles and responsibilities. In order to prevent this potential problem, many companies follow a series of basic, but effective, steps. They examine how employees can be used most effectively, devise a strategy for recruiting and training volunteers, communicate clearly what is wanted or needed, and create an appropriate structure for reporting.

Employer's liability for injuries and accidents--When employees who have not been professionally trained serve as teachers and instructors, the question of company liability for injuries and accidents often arises. Most worksite health promotion programs have not experienced serious legal problems but, should the issue of liability become more serious, or if legal counsel recommend using only certified instructors to reduce risk, the use of

volunteer teachers could diminish rapidly. Some health promotion programs might not exist if volunteer teachers are not used. To diminish the possibility of liability problems, many companies are requiring all volunteer instructors to undergo some type of training.

Lapses in quality control--Controlling the quality of program content and teaching is more difficult when the responsibility for health promotion is vested in members of a wellness committee. If these people do not have guidance from professionals or have not been professionally trained themselves, management has little assurance that the health promotion activities offered are appropriate, safe, or effective. Thus, businesses that rely heavily on employee volunteers must either accept the possibility that programs may not meet rigorous standards of quality or explore ways to help assure quality.

Difficulties measuring cost-effectiveness--Measuring the cost-effectiveness of worksite wellness programs is difficult, even in the most organized programs. Budgets are often obtained from several departments or sources; indirect costs are variously accounted for; records may not be kept meticulously. All these factors--and others--make it difficult to evaluate cost-effectiveness of a program and to compare results among programs. But when using loosely structured planning and management strategies (employee committees, task forces, volunteer corps), the measurement problems become even more complex. Companies that desire to track cost effectiveness, while using employee leaders and decision makers, must give special attention to planning evaluation methodologies and strategies.

Erosion of top management support--Health promotion professionals often cite top management support as a major ingredient for a successful program. Using employee leaders, as opposed to members of the management hierarchy, to make plans and decisions may lessen top management's knowledge of activities and results.

Without management support and interest, health promotion programs may be seen as less important than other activities receiving management's attention.

Related to management support is the issue of recognizing the value of health promotion programs in company policies and practices. If management is kept at arms' length from programs because committees are handling all decisions, it may take much longer to change the health culture of an organization through its formal policies and practices. In companies where employees take on major planning and decision-making roles in the health promotion program, it is vital that strong communication channels be established to keep top management informed about the programs and to feed health promoting concepts into the organization's policies and practices.

While each of these potential disadvantages should be considered by a company before it vests significant responsibilities for a worksite wellness program in employee leaders and decision-makers, the great majority of businesses have concluded that the benefits far outweigh the disadvantages.

## FUTURE EFFECTIVENESS OF EMPLOYEE LEADERSHIP IN WORKSITE WELLNESS

Identifying ways to use employees as leaders and decision-makers in worksite health promotion programs has worked effectively for many companies. For companies just beginning to establish health promotion programs, the notions set forth in this paper are worth considering. In the future, more worksite health promotion programs will use employee leadership as a strategy for accomplishing their goals and a few changes can be expected.

(1) Worksite health issues will become better integrated into quality circles. Quality circles (the use of natural work groups to examine and solve work-related problems) have become popular in many industries. They have been used effectively to enhance productivity, increase job satisfaction, and resolve quality of work life issues. There appears to be a natural affinity between the concerns addressed in quality circles and personal health issues and health promotion. But examples of effective quality circle-health promotion involvement are few. Some companies have called their efforts quality circles but, in fact they have created special groups designed to deal with personal health issues. These groups usually are more closely related to task forces than to quality circles. Others have "imposed" health promotion as a topic to be considered by employee involvement groups when health did not emerge from the group as a subject for consideration. In the future, one can expect to see a closer linkage between quality circle activities and health promotion.

(2) Companies will carefully select the most appropriate form of employee leadership for each health promotion function. Wellness committees have become so popular that they often are set up without much thought, and it is possible that other forms of employee leadership may become similarly overused in the future. Careful consideration of the ways

employees can be involved in health promotion plans will provide a more effective use of employees and provide a wider range of leadership activities for employees to pursue.

(3) But some leadership functions will be kept loosely organized to promote spontaneity and creativity. The larger organizations and those with comprehensive health promotion programs and professional staff seem to formalize their use of employees as decision-makers. While still accommodating employee recommendations, these companies seem less creative in their use of indigenous leadership and perhaps are not profiting as much from employee involvement as smaller companies with less formal structures. Some structure is necessary in order to define roles, responsibilities and relationships, but excessive structure appears to reduce creativity. Leaving some assignments unstructured will result in a wider range of program suggestions in the future.

(4) Organizations will develop strong employee leaders and encourage them to examine organizational policies, procedures, and practices for compatibility with personal health issues. Although some changes in organizational culture come about naturally when large numbers of employees begin to think alike (such as about health), there is room for a more formalized procedure for assuring that the environment--physical and emotional--in which work occurs is compatible with what is known about personal health.

## COMPANY EXAMPLES - EMPLOYEE LEADERSHIP/DECISION MAKING

**Association of Flight Attendants, Washington, D.C.**
Barbara Feuer
(202)332-0744

The Association of Flight Attendants (AFA), a 23,000 member union, faced a unique problem when it elected to establish an employee assistance program (EAP) in 1980. Most EAPs rely on supervisors to recognize signs of impaired job performance and to refer employees for counseling and assistance. Flight attendants are a highly mobile workforce, with irregular hours, who do their work with a minimum of supervision. Clearly, a different approach was needed. The result is a peer model EAP that relies heavily on concerned flight attendant volunteers who possess the qualities necessary to be effective in helping troubled co-workers.

Local EAP committees are the foundation of the program and oversee the majority of activities carried out at their home bases with support from the national headquarters in Washington. While there are operating procedures to ensure efficient and consistent program operations, each committee has the responsibility for making the EAP work at the local level. The committees select and evaluate service providers and treatment facilities, distribute promotional information about the EAP and how it works, identify and intervene with troubled employees, keep case records and regularly provide client data to headquarters. These data are used to evaluate program effectiveness.

More than 100 EAP committee members have received an average of 96 hours of training developed by the professional staff at union headquarters. While many of the members have backgrounds in the helping professions, others are simply concerned and caring individuals who are respected, trusted, and well-liked by their peers. Each training session strongly emphasizes the importance of understanding the concept of detachment, and the committee members' responsibility to, but not for, troubled co-workers. Does the peer model work? From October 1980 through June 1984, more than 2,000 flight attendants and their family members received assistance and 47 percent of the cases were peer referrals.

A very rewarding aspect of this peer assistance program is the personal and professional growth of the committee members. The training they receive in EAP operations, the experiences gained in working with local resources and in providing help to troubled co-workers, and the personal rewards of commitment to others provides a new dimension to their careers.

**AT&T Communications, Basking Ridge, NJ**
Molly McCauley
(201)221-2000

AT&T Communications began its Total Life Concept (TLC) with pilot projects but is in the process of extending TLC to all AT&T employees. At each location, a leadership committee of eight to ten employees is selected to assist with the coordination of the program at that site. The committee helps to conduct an interest survey, suggests appropriate schedules for activities, and helps coordinate the biometric testing that is involved in the initial phase of TLC. Arranging for the biometric testing usually includes working with community resources to obtain the professional staff and equipment needed.

In addition to the volunteer committee at each site, a committee of managers whose work areas will be involved in providing support for the health promotion program is established. The group usually includes staff who are responsible for public relations, space allocation and use, vending machines, cafeterias, etc. Although their selection for the committee is based on the jobs they perform regularly, their involvement represents one more way that the leadership of the organization is tapped for input and support of health promotion programs and their implementations.

One major component of TLC is the provision of lifestyle changes courses for those employees who choose to alter a health habit. "Graduates" of these courses are encouraged to enter support groups that are led by health promotion staff. The support groups help individuals maintain their new habits through group problem-solving, sharing of experiences, and sanctioning the feelings of those who are attempting to make lasting changes. Using group members to assist each other is another example of how indigenous leaders are involved in AT&T programs.

**Bank of America, San Francisco, CA**
Katherine Armstrong
(415)622-1113

The Bank of America has 26 retiree clubs throughout California, and some of them are very active in health matters. In the San Francisco club, where enthusiasm for health was spurred by the Bank's provision of a self-care book, some of the retirees have obtained speakers on health for club meetings. They have determined what health subjects would be of most interest to club members, contacted experts in those subjects, and made all the necessary arrangements with Bank of America Corporate Health Program's assistance.

Another retirement club discovered that many members were independently seeking the same information about health--how to find a medical specialist, how to obtain home care, alternative

living arrangements--so they established a health information and referral service for all club members to use. Volunteerism and the need for information about personal health do not have age boundaries.

**Blue Cross and Blue Shield of Indiana**, Indianapolis, IN
Roger Reed
(317)263-4334

Employees teach other employees health skills at Blue Cross and Blue Shield of Indiana, courses such as first aid and cardiopulmonary resuscitation.

Making heroes out of participants is one aim of the BC/BS program. It all started with a 35-year-old employee who weighed nearly 300 pounds and, with the help of a weight management program, shed nearly 120 of those pounds and lowered his cholesterol and blood pressure. He volunteered to present his testimonial to other weight management classes and his comments helped others to see that they, too, could achieve their weight-loss goals. Blue Cross also had an opportunity to make a videotape for a series of community health programs and they asked a number of employees to testify that good health is achievable. These "heroes" who have met their own personal health challenges offer encouragement to others.

Employees also serve as team captains for the three teams of runners that Blue Cross and Blue Shield of Indiana enter in the Indianapolis Corporate Challenge each year. Blue Cross and Blue Shield of Indiana employees have won the corporate participation award two of the last three years.

Blue Cross and Blue Shield of Indiana employs about 2,600 people.

**Conn Diesel**, Waterbury, CT
Tom Boden
(203)575-8600

Management at Conn Diesel knew it wanted a wellness program for employees and began offering a few activities several years ago. But nothing seemed to catch fire until they started an employee involvement group that became known as the Wellness Committee. The committee members--all serving voluntarily--have enthusiasm for wellness, are good investigators of employee reaction and interest, and have solved many of the "where and how do we start" problems faced by many corporations with new wellness interests.

The committee investigates suggestions for wellness programs, determines which suggestions are most feasible, and recommends implementation. The committee has no separate budget but makes recommendations to the personnel department and, if approved, the recommended activities become part of the personnel budget. The

staff member most responsible for wellness activities is the company nurse who spends 50 percent of her time on health promotion. In the first six months of operation, the committee established basketball and volleyball courts at the worksite, made arrangements for stress management programs, conducted a weight-control contest, and started smoking cessation, nutrition education, and a twice-weekly aerobics class.

The weight control contests have a new angle (at the suggestion of the committee). Employees who wish to lose weight set personal weight-loss goals. For every pound that an employee doesn't lose on schedule, he/she pays $2 to the United Way!

The committee also is interested in disease prevention. Screening programs for high blood pressure and diabetes and self-examination programs have been conducted under the group's aegis.

To help promote good eating patterns and food selection, the committee arranged for lunch on Monday to be especially nutritious--and half price. The cafeteria does all the preparation and the good food does the teaching.

Conn Diesel believes that the use of employees to lead the wellness planning efforts has been effective and has enhanced participation more quickly than originally expected. Many activities have been initiated without major problems. The breadth and the innovative design of the activities is testimony to the power of group planning.

**Control Data Corporation**, Minneapolis, MN
G. L. Anderson
(612)921-6520

The StayWell program began at Control Data in 1979 and now operates in 19 different major locations; 33,000 employees and spouses are eligible for the program. StayWell consists of the following components

- Orientation to the program.
- Health risk profile and screening with a group interpretation session.
- Lifestyle change courses in weight control, nutrition, stress, smoking cessation, fitness, back care, and hypertension.
- Action Teams that are employee-led and concentrate on a specific activity, goal, or lifestyle change, such as biking, monitoring weight loss, or relaxation exercises.
- Special events and health promotion campaigns targeted at health care consumerism and driving safety.

For the most part, professionally trained staff members and instructors are responsible for the orientation, risk profiles, lifestyle change courses, and special events. But Action Teams,

which help give continuity to the program and assist employees to maintain their lifestyle changes, rely on volunteers. Most Action Teams are formed at the completion of a class--for example, a weight monitoring team may result from a weight reduction course. Often a "graduate" of a class volunteers to serve as team leader, or leaders sometimes emerge because of their special interest in activities that are not typically offered by StayWell (such as yoga or bocce ball).

The team leader is responsible for up to 20 members of a team; the leader keeps records of attendance at programs, signs off on participation leading to incentives or awards, and channels important health information from the StayWell staff to the team members. At the request of StayWell program staff, Action Team leaders have been asked to help update and revise program materials.

Opinion leaders are usually found in two ways: instructors help classes elect team leaders, or group leaders are identified spontaneously through informal group consensus. Either way, experience shows that it requires active involvement from StayWell staff to cultivate leadership. Even after groups are formed, Action Team leaders continue to be coached and monitored by health education professionals within the StayWell program.

**Dohler-Jarvis**, Pottstown, PA
Helen Flowers, R.N.
(215)327-5451

Dohler-Jarvis (600 employees) uses a wellness committee of 10 members--five from management and five hourly workers--to plan and advertise its health promotion activities. The occupational health nurse provides overall administration for the activities, which include smoking cessation programs arranged through a local hospital, aerobics classes with instructors from the local YMCA, organized softball, volleyball, and basketball leagues, a back-injury prevention program, and weight control. Suggestions from the committee have resulted in several changes in cafeteria fare.

**Farley Industries, Inc.**, Chicago, IL
Jackie Farley
(312)876-1724

The management of Farley Industries believes in wellness and is interested in finding ways of communicating that belief to the companies that make up Farley Industries. The corporation has approximately 32,000 employees at 60 locations involved in manufacturing a diverse line of products from heavy equipment to underwear to agricultural chemicals.

One of the few common factors in the Farley companies is the presence of an occupational health nurse. To help promote the belief in wellness, management conducted a retreat for all

company nurses to help them assess their roles in health promotion. The nurses wrote a new nursing function mission statement, decided which of the traditional duties were appropriate, and listed the new health promotion duties that they would like to pursue as a step toward a new kind of job. Each nurse is finding a way to be a "Wellness Champion" (see descriptions of Dohler-Jarvis, Southern Screw, and Conn Diesel.)

**Fel-Pro, Inc., Skokie, IL**
Sharon Chausow
(312)674-7700

One third of the nearly 1,700 employees of Fel-Pro became so interested in exercise that the company had to find ways to expand the number of classes and activities offered. After training by the fitness center director, four employees agreed to teach exercise programs on a part-time basis. To keep the records straight, part of each day they report to their "regular" full-time jobs and work the hours required. Then they report to the fitness center and are paid as exercise program leaders. In addition to the four volunteers, three additional fitness staff members are full-time employees. Together the staff provides seven classes a day on Monday, Wednesday, and Friday and five classes a day on Tuesday and Thursday.

**First National Bank of Omaha, Omaha, NB**
Dennis O'Neal
(402)341-0500

The health promotion activities of First National Bank must be tailored to the public service hours of the bank and to the physical facilities of the bank and its branches. A wellness committee of eight to ten members has taken on the challenge of identifying and implementing programs that will attract employees after hours and during lunch. The committee contracts for many of its programs through a local hospital and works with the hospital staff to select appropriate and interesting topics for lunch-box health education sessions. The committee meets monthly and is co-chaired by two employees, both of whom had coaching backgrounds prior to entering banking.

Some of the activities selected and sponsored by the committee are smoking cessation, stress management, and a walking and running club. In addition to helping select appropriate activities, the committee helps with publicity for events, communicates with employees about program ideas, and assists the health promotion staff from the hospital to set up the lunch-box series.

Publicity was particularly important during a recent event. The bank has sponsored a fun run for several years and in 1985 became a sponsor of the Corporate Cup--a running event that promotes the participation of company teams. The proceeds from the Corporate Cup are donated to the American Lung Association. The committee members work in publicizing the race and encouraging employees to enter was so successful that the Bank won a trophy for having the greatest percent of employee participation. The Bank also won the first place trophy for the team of four with the fastest time, but the committee takes no credit for their speed.

Often, employee involvement is the strategy used by companies to make changes in the corporate culture--to make the pursuit of good health a company value. And often, the belief is that the rank and file employees will benefit most from the changes in the culture. At First National Bank, one of the results of employee involvement appears to be the exemplary participation by top management. Bank executives are involved in all aspects of the wellness program and serve as role models to others.

**General Dynamics**, San Diego, CA
Mario Tamayo
(619)573-9921

General Dynamics Convair may have been ahead of its time when it created the recreation association back in 1949, but the groundwork laid then has paid off handsomely for today's employees. In 1949, the company agreed to let the fledgling association have a portion of the revenues from its on-site vending machines to conduct its programs and operate its facilities, which now include three major facilities in the San Diego area, 38 recreational clubs, and a 1.1 million dollar annual budget. Here's how it works.

The Recreation Association, a separate non-profit organization, operates like a small business. Its governing body includes a commissioner from each of the recreational clubs. One of the few direct ties to General Dynamics is that the commissioners are officially appointed by the company representative on the association governing body--the manager of health, safety, and benefits.

The commissioners control their own budget--70 percent of which still comes from a portion of the vending machine revenues with the remainder from user fees and sales at the mini-store. The Recreation Association had expenses of $900,000 last year including $200,000 set aside for a building fund.

The Recreation Association is custodian to an impressive array of fitness and health facilities. The Missile Park location is 27 acres of park (on General Dynamics land but outside the security area so it can be used by families and retirees) and includes picnic areas, horseshoe pits, volleyball and tennis courts,

softball field, aerobic track, an all-purpose athletic field, and a pavilion that can be used for lectures. The clubhouse has 19,000 square feet of meeting space, fitness rooms, lockers, showers and a sauna. The meeting space is used by the recreational clubs--softball, volleyball, cycling, ham radio operators, photography and video clubs, and many others. The fitness rooms have free weights and exercise equipment.

In downtown San Diego at the harbor, there are 14 sailboats available for employees and their families. In 1960, the recreation association purchased 86 acres of continuous area just east of San Diego and has developed camp grounds, a recreation hall, and a 25-meter swimming pool, as well as opening the area to fishing and hiking.

The facilities are staffed by 22 employees of the association. The fitness center also uses graduate and undergraduate student interns and a trained volunteer corps. The volunteers are General Dynamics employees who have been trained by the professional staff to assist with exercise activities. After training and certification, the volunteers conduct fitness testing (monitor heart rates, administer exercise tests, etc.), conduct exercise programs, and counsel employees about exercise regimens, deliver mini-lectures about exercise, and help with fitness center social events. Each year 11 to 15 new volunteers are recruited and trained.

**Goodyear Tire and Rubber Company**, Lincoln, NB.
Tom Booth
(402)466-8311

To understand the Goodyear health promotion program, one needs a little history. In 1979-1980, two coaches of a company softball team for women decided to clear an unused grassy area on company property to make a practice field. After the area had been leveled, some members of the men's softball teams volunteered to make additional improvements. Goodyear paid for the grading; employees constructed stands and fences.

Shortly after the rejuvenation of the practice field, an elementary school nearby was closed. The school had been well-maintained, had a large gymnasium, a ballroom, and three floors of classrooms, plus a large parking area. Goodyear bought the building as a potential employee recreation center. An employee who had been instrumental in developing the softball fields was asked to become the full-time director of the center.

Using minimal funds and maximum volunteer labor, the center director organized work crews to renovate the gymnasium, paint the rooms, repair plumbing and, in general, make the school building ready for new life as a fitness center. The center contains a weight training circuit, which has grown from just a few machines to a setup that fills a ballroom because of its

popularity with the employees. The University of Nebraska contributed a computer program that helps employees develop individualized weight training regimens. Many other activities are scheduled in their remainder of the building.

The recreation center is incorporated separately from Goodyear and is governed by a Board of Directors (selected by Goodyear) that decides matters of policy. The recreation center is considered a separate business and its programs are designed to be self-sustaining. Goodyear supports the effort by providing the full-time recreation center director, paying utility bills, and making periodic donations. Employees pay $15 per year for family membership in the center; non-employees may become members at a higher rate. The gymnasium and other rooms are rented out to outside organizations, and the center operates a sports shop that sells clothing and equipment to members and to local teams. The growth of the center has made it necessary to hire other part-time staff to assist with the programs.

While the Board of Directors takes care of matters of policy, an Activities Committee decides what activities should be scheduled in the center for the 1,800 employees and their families. The committee must be scheduling what appeals to the employees--there were 1,000 employee memberships in 1984.

Has the recreation center taken the health promotion program in a different direction than might have been pursued by Goodyear management? Probably not--but progress has been faster than might have been expected and there have been a few surprises. One surprise is the variety of talent and interests employees have that might never have been discovered through routine work activities. Another surprise was the size of the volunteer effort and the amount of personal time that people are willing to devote to a project that is personally fulfilling.

**Johnson & Johnson**, New Brunswick, NJ
Fred Best, Program Coordinator
(201)524-8280

The Johnson & Johnson Live for Life program is a comprehensive health promotion program adaptable to many work groups and locations. To assist with the adaptations, each Johnson & Johnson plant or office has a site advisory committee. The committee--usually involving representatives of all types of workers and all shifts--advised on scheduling so that the program will be accessible to all employees, recommends the best length for classes to accommodate employee travel schedules as well as work schedules, and recommends content adaptations to be consistent with the needs of employees at each site.

Johnson & Johnson employs a total of 72,000 persons worldwide.

**Kimberly-Clark Corporation**, Neenah, WI
Connie Smoczyk
(414)721-5559

Employee involvement in the Kimberly-Clark health promotion program is not limited to one type of participation. K-C uses volunteer instructors, advisory committees, peer support groups, and tour directors and hosts. Here's how.

- The health promotion staff has trained and certified a cadre of employees who teach CPR to other employees throughout the many plants and offices of the company.
- In a new back injury prevention program, 16 volunteers in one mill have been trained to assist the professional instructor. After the instruction is over, they provide support and reinforcement to the participants in the back injury prevention program. The volunteers suggest materials that they believe would be particularly useful in the program.
- An employee advisory committee made up of graduates from the weight management courses provides suggestions to staff for program improvements. The committee meets with staff quarterly, recommends changes in the program, devises strategies for encouraging participation, and suggests articles for the newsletter and materials for classes.
- The retirees at Kimberly-Clark are very active volunteers. Some take over for instructors during emergencies; others help with special events by serving as hosts during open houses, conducting tours of the fitness facility, or helping with the orientation sessions for new users of the fitness center. Often the spouses of retirees are involved, too. An advisory group helps select topics of interest for retiree group meetings and seminars.

Kimberly-Clark has approximately 5,500 employees.

**L. L. Bean**, Freeport, ME
Susan Gardiner
(207)865-4761

Involving employees in health and fitness activities sometimes reveals previously unknown teaching talent. At L. L. Bean, several employees have stepped outside their company duties to help with health promotion for other employees: a switchboard operator teaches dance exercise, a marketing executive offers a clinic for runners; a secretary works with the women's exercise class, and smoking cessation programs are led by a staff member in product management.

The fitness center at Bean is open for second- and third-shift employees from 10:00 p.m. to 2:00 a.m. Interested employees have volunteered to operate the center for the benefit of the late-shift employees. L. L. Bean employs 2,000 people full time and an additional 1,000 seasonal, part-time workers.

**Lockheed Corporation**, Sunnyvale, CA
Jim Battersby
(408)742-5972

The Lockheed Employee Recreation Association and the Lockheed health promotion programs operate hand-in-hand and both rely on some volunteer power to keep going. The company employs 27,000 people at 90 sites or buildings. Some examples of the use of employee volunteers are:

- o a volunteer network of 260 representatives distribute information and publicity about health programs to their co-workers;
- o spouses of employees and retirees volunteer to run the employee blood bank on a regular workday schedule;
- o volunteers tap the teaching resources of the company to find CPR and first aid instructors (over 2,500 employees have been certified in CPR!);
- o a volunteer Board of Directors (11 members elected by employees) directs the activities of the Lockheed Employee Recreation Association (LERA) and regulates the activities and programs presented by LERA;
- o volunteers conduct the weigh-ins for the meetings of the weight-control program.

LERA, a separately incorporated organization, purchased a fitness center for exercise, health classes, and other activities. They are planning the construction of a fieldhouse and have completed the construction of lighted baseball fields. Employees pay for many of the fitness activities. The health promotion staff of 23 professionals operate the LERA fitness center and activities but are paid by Lockheed as part of the company's commitment to employee health.

**Lozier Corporation, Omaha, NB**
Monty Allgood, Personnel Director
(402)541-5147

Lozier Corporation, a manufacturer of store fixtures, established an employee wellness committee to direct health promotion activities at the very beginning of its employee health programs. The eight-member committee includes hourly employees-both office and bargaining unit--and salaried employees. The committee's responsibility is to assess the needs and interests of employees, prepare proposals for employee health activities, support the proposals through appropriation requests, and implement the approved programs. The committee has an annual budget with which to work.

For the 900 employees in the Omaha area, the committee has organized and operated fun runs, using only employee volunteers to assist. They also proposed worksite aerobics classes and an additional exercise program called a total workout. Although an instructor is hired to teach the programs, the committee organizes and promotes the activities, keeps all records, collects payment of class fees, etc. Smoking cessation programs also were organized and implemented by the committee. The administrative duties of the committee are handled by the safety coordinator for Lozier. The committee volunteered to hold its meetings during lunch breaks.

Not all Lozier employees are in the Omaha area; approximately 300 to 400 are in distant locations. But the committee has not forgotten them. First of all, a non-Omaha based salesman won the contest for designing the fitness logo for the company, a contest run by the committee. Additionally, any employee who wishes may participate in the Century Club. The Century Club members have walked or run 100 miles, swum 50 miles, skated 250 miles, or biked 500 miles. Each employee who has completed the requirements sends the information to the committee and is rewarded with a Lozier t-shirt.

The committee's newsletter, the Wellness Herald, carries health promotion activities to employees--information about blood donations, attendance in health promotion programs, announcements of new activities.

Lozier initiated the committee approach to planning because it believed that employees are best at assessing the interests of other employees and would increase employee participation in health activities. The results of the committee-sponsored programs are better health, and because the exercise classes attract employees from all parts of the organization, it gives the participants a chance to meet and know others with whom they do not have a working relationship.

**Packaging Corporation of America**, Evanston, IL
Richard C. Mitchell
(312)492-4497

The focus of employee health and fitness activities for Chicago-area employees of Packaging Corporation of America (PCA) is the new fitness center on the 18th floor of their Evanston corporate headquarters building. The center opened in July 1985, and shortly thereafter a committee of employees was selected to help steer the activities of the center. The purpose? To assure that the center served all employees by obtaining information and feedback from every part of the company.

Committee members were appointed from each section of corporate headquarters, along with two representatives of PCA offices in the Chicago area. All are salaried employees who meet once each month on company time to conduct committee business. The committee developed its own charter: to serve as a sounding board for health and fitness ideas and activities, respond to specific requests for programs, and obtain and provide employee input on health-related subjects. It advises on policy for the fitness center, evaluates facility and equipment needs, recommends programs and awards, and discusses problems as they arise. The committee has no budget of its own, but recommendations of the committee are prepared as proposals for action and presented to the vice president responsible for employee relations. If a proposal is approved, its budget is included in employee relations.

Most members of the committee volunteer for additional duty. One member volunteered to investigate the opportunities for skiing; another coordinates the corporate volleyball league; racquetball and tennis league participation are under investigation by still another committee member; the chairman organizes a very active corporate running program. One member arranged with local sporting goods stores to offer a discount on merchandise purchased by PCA employees.

The deliberations of the committee are not trivial. Recently, it discussed a proposal to install an on-line computer in the fitness center to help individual exercisers determine the amount of energy expended and calories used during exercise in order to chart progress. The committee endorsed the proposal and now fitness center members can enter the amount of exercise performed and receive a monthly record of exercise, calories used, comparison to previous month, and year-to-date totals. Installation of this not inexpensive enhancement to the new center indicates the amount of faith that management places on the recommendations of the committee.

**Safeway Stores Bakery Division**, Clackamas, OR
Bob Jacobsen, Plant Manager
(503)657-6441

Employee involvement in health promotion at the Clackamas Bakery Division of Safeway Stores has a long history. In 1977, the Division was experiencing everything that was negative--excessive accident rates, high absenteeism and tardiness, numerous grievances, among other problems. To turn the negatives into positives, management turned to the employees and asked for their involvement in problem-solving. First the employees tackled problems that were fairly well-defined--safety issues, sanitation, and ergonomics. As the group grew in sophistication, they began to work on more amorphous problems, and personal health and well-being was a subject of great interest.

A fitness program piqued some interest and volunteers investigated local fitness facilities and programs for use by employees and dependents. They weren't completely happy with what they found, so they decided to build their own. Although the product was a mere 144 square feet of exercise space, it was an employee-initiated program on which the group continued to build. They had no budget, just some good ideas and the belief that it could be done. They began with plans to renovate a storeroom and relocate the materials already stored there. In a weekend, volunteers constructed walls, painted the area, laid carpets, and built in some equipment. All was done with volunteer labor, some donations, and some creative requisitioning. Now the division shares a 5,000 square foot exercise facility with several other nearby Safeway warehouses, and they have hired a health-fitness specialist to organize and conduct the fitness program.

A Board of Directors oversees the fitness facility. The Board has representatives from all of the warehouses whose employees participate in the program. They plan and organize special activities, conduct fund raising programs, and brainstorm new possibilities.

The health and fitness specialist works for the Board of Directors, not Safeway. The program is funded by employee membership of $8 per month for an individual and $10 per month for a family. Several employee committees assist with operating the facility: fund raising, activities, rules, membership, and outside activities.

What are the results? Of the 120 employees of the Bakery Division, approximately 90 are involved in one of the many health programs. The warehouse employees in the immediate area asked to be included in the division's activities and companies around the country want to replicate the division's successful program. And the benefits go well beyond health and fitness. The concept of employee involvement--and the idea that work can be fun--generated over 1,000 employee suggestions <u>that were implemented</u>

last year. The Division hasn't had a lost time accident in over a year; no grievances have been filed in five years; and the unexcused absenteeism rate has dropped from 8 percent to 0.1 percent since 1977.

**Southern New England Telephone**, New Haven, CT
Laurel Minakan
(203)771-5769

An apple is the logo for Southern New England Telephone's health promotion activities and, to go along with that motif, they have created the Apple Corps. The Apple Corps is a group of employee volunteers in various local offices throughout Connecticut.

To recruit the Corps, the health promotion staff asked for volunteers interested in health activities. The respondents--more than 60 people--agreed to join the Apple Corps and to help obtain information about the health interests of other employees, communicate health promotion program information within their local offices, and, on occasion, to serve as a pilot group for new activities. The Corps extends the staff's ability to communicate with employees throughout the company. And they have been particularly effective when asked to test new programs.

**Southern Screw Division, Farley Metals, Inc.**, Statesville, NC
Alyce Bright, R.N., COHN
(704)873-7211

The 500 employees of Southern Screw Company are well served by the Wellness and fitness Committee. The committee of eight (union and salaried employees) meets monthly to plan and organize health promotion activities.

Shortly after the committee was selected, the members became involved in planning and outfitting a fitness center. Starting from blueprints for the fitness room, they performed all the tasks necessary to create an active center: evaluated and selected equipment including a 12-station weight training machine, ergonomic bicycles, rowing machines; recommended layout of the fitness room, conference area, showers, and lockers; selected the contractor to renovate the space; chose the paneling, floor covering, etc. All in all, the committee members spent eight months bringing the project to a close.

The kickoff of the fitness facility was timed to coincide with another health program--a four-hour meeting for employees and their families to learn about the role of good nutrition in stress management. The committee planned the program, the refreshments, and the gifts that were incentives for attendance. After the program--held on Saturday so that families could attend--the fitness room was open for inspection and employees

could sign up for a fitness evaluation. Six months later, nearly 200 employees are being scheduled for a fitness re-evaluation to see what progress they have made.

**Tenneco**, Houston, TX
Bill Baun
(713)575-3313

Tenneco has offices and plants both large and small, but finds that the use of volunteers helps health promotion regardless of the size of the facility.

The largest facility, the fitness center in downtown Houston, serves 3,000 members. One of the most difficult problems for the center staff is scheduling exercise activities that will suit the preferences of a majority of the members. A task force composed of fitness center users recommends optimal times for activities and special activities to increase participation. The task force also evaluates the outcomes of their suggestions and gives and receives feedback from other employee participants.

Wallyball has hit the Houston area, and a task force of employees organized a league, wrote guidelines for the operation of the league, recruited 47 Wallyball teams, and handled disputes during the season. What is Wallyball? It's a team sport that resembles volleyball but is played in a racquetball court with the walls of the court used in play as they are in racquetball.

In Houston, Tenneco has three other, smaller fitness centers. These centers are managed by a single staff member and, although they are located near each other, one staff person cannot manage all three adequately without the help of volunteers. In all three sites, local committees help with all activities, conduct publicity, help write news letters, and assist in management.

Volunteers work outside the fitness areas, too. The annual Weight Loss Olympics, for example, are designed for minimal involvement by the fitness center staff. In the Olympics, any group of five to 12 people who wish to lose weight can form a team and select a leader. The members attend a lecture on eating right and on proper ways to lose weight, weigh in, choose a weight-loss plan (calories counting, food exchange system, prudent diet, etc.), choose an exercise plan, monitor their weight weekly, report progress, and earn rewards. The team leader is responsible for seeing that the weigh-ins are conducted, records of weight, exercise, and eating habits are maintained, and that the records are submitted to headquarters. The teams generally meet weekly to give each other support. Everyone receives a token of recognition of participation. This year's mascot was a pig and everyone received pig coasters; winning teams received piggy banks, and the leaders of winning teams received extra large piggy banks. Nearly 400 employees participated in the event--urged on by the Olympics leaders.

The smaller non-Houston Tenneco facilities rely even more heavily on volunteers. Outside Houston there are few professional health promotion staff to assist with programs, and the core staff in Houston has little opportunity to visit the outlying facilities and help with their programs. Local groups have been very creative in establishing and running their own activities.

- o In Chalmette, LA (an oil processing plant), the employees have taken over an old warehouse, renovated sufficiently to accommodate a small fitness center, and are hard at work painting and sprucing up the place for occupancy soon. It is a low budget operation but will serve the employees well.
- o A committee in a Tenneco mine near Green River, WY, with 350 employees, has equipped a room with exercise equipment, installed showers, and offers aerobic classes. The programs are entirely run and managed by the employees.
- o The Bannockburn, IL, group recently moved into a new building and a space was set aside for an exercise room. A local committee of employees determined what equipment should be purchased, arranged for shower facilities, are devising a testing program, and will soon operate the fitness center using only volunteer help.
- o A San Antonio location had difficulty keeping its fitness programs moving until the committee arranged with a local university to provide health and fitness interns to assist with the instruction. The committee now develops and designs the program, which is carried out by the university.
- o Sun Giant Products, a Tenneco company, has a totally employee-run program near Bakersfield, CA. The committee has arranged a yearly contract with the University of California at Bakersfield to use its facility for employee activities. When the University indicated that it needed a new outdoor volleyball court, Tenneco gave them $1,000 to help build one in exchange for allowing their employees to use the facility and for some volleyball coaching on the side.

**Union Carbide Corporation**, Danbury, CT
Deborah Lewis
(203)794-4667

Union Carbide uses the "graduates" from its health promotion programs as helpers in new classes--not for teaching but for giving testimonials. Former overweight employees who have lost weight and kept it off and former smokers who have kicked the habit tell newcomers to the health programs that they <u>can</u> reach their goals.

A very active and popular Union Carbide walking club is led by employees.

**Valmont Industries**, Valley, NB
Tom Whalen
(402)359-2201

Valmont Industries, a medium-sized manufacturer of fabricated metal products, had offered various health promotion programs to its employees for several years before forming a wellness committee. The company has nearly 2,000 employees--1,000 at the Valley site. The company wished to formalize its wellness plans, but knew that it could not support additional staff to carry out the plans. In 1983, Valmont called upon its internal resources to help focus on health promotion.

A Wellness Council was created and its members represent a cross section of the company. The only permanent member of the council is its chairman, Valmont's industrial health nurse. The council works within its own budget to organize and administer health promotion programs that it deems to be of interest to employees. The council selects programs, makes all the necessary plans including providing publicity for the event, maintains schedules, and keeps records of results.

Some of the accomplishments of the council are:

- o publication of a newsletter on health distributed throughout the plant and offices;
- o a noontime lunch and film series that offers humor and health features twice a month;
- o a health risk appraisal program in which 50 percent of the employees participated;
- o on-site stress management classes;
- o aerobics classes taught by a certified instructor who is also an employee;
- o smoking cessation programs;
- o a twice-yearly blood-pressure screening activity;
- o classes in first aid and CPR;
- o on-site weight watchers classes.

The council is planning a major corporate health fair for 1986. In addition to the company health newsletter, the council recommended purchase of a commercial personal health magazine that is mailed to all employees at their homes, thus providing some health information to dependents.

What are the advantages of using an employee council? First, the representative nature of the council gives not only council members but all employees some ownership in the programs that are offered. Ownership helps build attendance and interest. Second, council members become knowledgeable about many aspects of personal health and often help others with health and health care problems. Each becomes a disciple of good health practices and sets an example for other employees. Finally,the council has developed criteria for incentives and awards that are based on what is meaningful to the majority of participants. An

administrative or health promotion staff member probably would not be able to come up with a list of rewards that would be as appealing or as effective.

**Washington County Hospital Association, Hagerstown, MD**
Pat Barbarowicz
(301)824-8654

The Washington County Hospital Association, which employs 1,100 people and has 400 auxilians, has a structured approach to the use of employee volunteers.

The health promotion committee is comprised of the managers of several hospital departments and nurses who are in key leadership positions. At the inception of the health promotion activities, this committee designed and promoted all activities and took major responsibility for conducting them. In 1984, their efforts resulted in a week-long health fair--education sessions, do-it-yourself activities, and many health assessments. The health fair is now an annual event. The event was so enthusiastically received that the committee found it necessary to find additional volunteers to carry out all the program suggestions it received from participants. The following plan was devised to keep activities and enthusiasm going year round.

In each quarter of the year, a new theme is honored and a task force is selected to develop and promote the resulting activities. The committee reviews and approves the plans of the task forces, evaluates the outcome of each quarter's activities, and helps to guide the programs. The committee remains the major promotion force.

January through March 1985 was devoted to weight control. Three committee members, plus five new volunteers, served as the task force and developed a weight-loss contest, implemented "good eating" educational programs, and provided several nutritional assessment tools. In April through June, the theme was physical activities with another task force in charge. The hospital has found that they are able to get volunteers to give a significant amount of time and energy to a task force for a three-month period and the short assignment keeps enthusiasm and energy high.

**Washington Natural Gas Company, Seattle, WA**
Bill Maxwell
(206)622-6767

Washington Natural Gas Company had wanted to provide health promotion activities for its 1,000 employees for some time. Management realized that it could purchase a number of packaged, comprehensive programs from local providers, but resources were

limited. The strategy chosen was to contract with a local health promotion consulting firm that would assist in establishing grassroots participation to help carry out the program.

A Health Sense committee was chosen, made up of nine people representing salaried (75 percent) and hourly (25 percent) workers and each of three worksites. The chairperson of the committee reports to a senior operations manager. Each committee member has a specific responsibility; for example, one runs the exercise room with the assistance of part-time faculty from the local YMCA, and another has responsibility for arranging health seminars. When special events are organized, the committee members recruit other volunteers to assist. Some of the special events sponsored by the group include an evening on the lake (boats were rented and employees and families rowed across a lake near the worksite for a pleasant evening outing), a bicycle tour, a 10K fun run, and a volleyball tournament. One of the goals of the health promotion program at Washington Natural Gas is to make people aware of their self-responsibility for health. The committee leads the way by accepting self-responsibility for operating the programs.

**Weyerhauser Company**, Wright City, OK
Jeff Rucker
(405)981-2211

At this Weyerhauser location, a site with approximately 700 workers, management and union officials select a fifteen-member health care committee to assist with health related programs. The committee addresses cost containment issues, evaluates and recommends wellness activities, and assesses community resources that might help employees and their families with health problems.

Through the efforts of the committee, some unused office space was converted to a small fitness center. The center has tread mills, weight training stations, rowing machines, and stationery bicycles--all of which were evaluated and priced by committee members prior to recommendation for purchase. The members also helped engender enthusiasm for using the center. The committee has conducted a fun run, assisted with softball and other recreational activities, and recommended ways to convert an unused shop to a gymnasium.

In an effort to help employees understand the purpose of laboratory tests and how they can be used to screen for disease, the committee arranged for a series of tests at a discount price conducted by a local hospital. After the tests had been conducted, a local physician evaluated the results and led a symposium to explain the results and the significance and use of diagnostic tests. The physician also worked with employees whose test results were abnormal.

Another function of the committee is to help employees and their families understand and use the health care system wisely. The committee conducted a prescription drug cost survey among local druggists and published a comparative price list. They are evaluating local mental health and family counseling agencies to provide employees with a better understanding of the services available to them and, perhaps, to expand the employee assistance program for Weyerhauser. Committee members met with the local hospital and relayed to hospital administration some criticisms from Weyerhauser employees about the hospital's services. The hospital has made some changes as a result of the meeting and now distributes a newsletter to the community explaining its services. The members were challenged to a "Lose a Ton" contest by a West Coast Region in a weight-loss drive. The health care committee organized a "Break the Habit" incentive for employees to quit the use of tobacco (smoking, chewing, or dipping).

Employee health activities have increased since the establishment of the committee and health care costs appear to have decreased. An important factor in reducing costs has been the education about health and health care that resulted from the activities sponsored by the health care committee. At one time, the Wright City plant had health care costs much higher than the national average for Weyerhauser plants; now the costs are in line with the company average.

**Xerox**, Webster, NY
Richard E. Miller and Marcie Bartoletta
(716)422-9051

One of the challenges of creating a comprehensive health promotion program for Xerox employees is reaching all the various Xerox locations spread throughout the United States. To implement programs at each location, Xerox created a network of volunteer Health Management (XHMP) Team Leaders. There are 11 fitness facilities that employ full-time fitness technicians who also serve as XHMP Team Leaders.

At regular intervals, Team Leaders receive, copy, and distribute communications including a quarterly newsletter about current health issues and upcoming health promotion contests. Whenever a new campaign is initiated, Team Leaders recruit employees and dependents to participate. For example, when a campaign for blood pressure screening was underway, Team Leaders encouraged fellow employees to have their blood pressure checked. The team Leaders are also expected to return campaign evaluation forms, which include some record keeping. The forms assist in future program planning. The rewards for being a Team Leader include recognition by fellow employees as a reliable contact for information on health issues, the feeling of helping others to know more and do more about their health, and receiving

occasional incentives such as a Xerox logo t-shirt or other fitness wearing apparel. The system works: Xerox has over 300 volunteer Team Leaders in worksites both large and small.

**Yankelovich, Skelly, and White**, New York, NY
Nancy Petaja
(212)752-7500

For several years, quality circles have existed at Yankelovich, Skelly, and White and the circles have solved a number of task-related problems. One circle is composed of secretaries and administrative assistants, the company's first line of public contact.

Because Yankelovich, Skelly and White (YSW) is a famous and often-quoted company, it receives numerous phone inquiries about its present and past work--many of them difficult to answer. Most of the secretaries work in isolation from one another and have not had a chance to share experiences or to learn how others have solved job-related problems. YSW is a highly professional organization and secretaries are lower in the power hierarchy than professional staff and less able to bring about changes. For these and other reasons, many secretaries and administrative assistants reported through the quality circle problems related to personal stress. The circle devoted time to problem solving sessions about stress in the organization and to learning more about the sources of personal stress and effective ways to cope. Many secretaries experienced physical symptoms (headaches, malaise, stomach discomfort, etc.); others reported they felt overtaxed and, therefore, less committed to their work. The Circle helped them find ways to cope, including formal problem solving, relaxation techniques, yoga exercises, and establishing support groups.

Prior to the Quality Circle approach to personal stress, turnover among the secretarial staff was excessive; lately, turnover rates have decreased and some of the credit is due to the help that secretaries now give each other. They have developed a tight, cooperative group whose members are supportive during stressful times. The handling of clients--particularly the insistent but often vague telephone callers--has improved as the secretaries learned from each other how to handle difficult and frustrating questions. While there has been no formal evaluation of the results of this approach to stress at Yankelovich, Skelly, and White, those who have participated in the program believe that their lowered stress and frustration has improved their ability to serve the company.

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## The Washington Business Group on Health

was established in 1974 to give business a credible voice in the formulation of federal health policy. Conceived as a membership organization of large corporations, the WBGH began operations with five companies. It has grown steadily since its inception, now representing more than 200 of the nation's largest employers, which are responsible for providing health care to more than 50 million employees, retirees, and dependents. In 1976, the program expanded to become the first national employer organization dedicated to medical care cost management. As an active participant in discussions, hearings, and other aspects of the legislative and regulatory arena, the WBGH's primary purpose is to identify and enunciate the needs and concerns of its members—large employers. The WBGH also serves as a reliable resource base, providing information and expertise on a variety of health care issues. Aside from its involvement in legislative matters, the WBGH publishes a national magazine, *Business and Health*, and hosts three institutes pertinent to the business community: Institute for Worksite Wellness; Institute for Rehabilitation and Disability Management; Institute on Aging, Work, and Health. A broad range of consulting services is also provided to its members, government, and other employers.

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